

Part Two: PIP Measurement Plan

Case Review Items

Case Review Item	Baseline	Improvement Goal
<p>Safety Outcome 1</p> <p>Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment</p> <p>*Note: Any initial response that occurred before the new policy related to face to face contact during investigations was in effect will be rated based on the new policy, even though it was not a requirement at the time the report was received.</p>	<p>To be set in January 2018 based on the 65 cases reviewed during calendar year 2017.</p> <p>X% of the applicable cases reviewed rated strength on Item 1.</p> <p>(CFSR had 32 applicable cases)</p>	<p>To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017.</p> <p>X% of the applicable cases reviewed will be rated strength on Item 1 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation).</p> <p>The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.</p>
<p>Safety Outcome 2</p> <p>Item 3: Risk and Safety Assessment and Management</p>	<p>To be set in January 2018 based on the 65 cases reviewed during calendar year 2017.</p> <p>X% of the applicable cases reviewed rated strength on Item 3.</p> <p>(CFSR had 65 applicable cases)</p>	<p>To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017.</p> <p>X% of the applicable cases reviewed will be rated strength on Item 3 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation).</p> <p>The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.</p>
<p>Data Source and Approach to Measurement:</p> <p>Arizona will review 65 randomly selected cases every 12 month period using designated items in the Children's Bureau's CFSR On-Site Review Instrument (OSRI) using the OMS, until the improvement goals are met for each item or until the end of the PIP measurement and non-overlapping period (March 31, 2020). The first 12 month period (CY 2017) will serve as the baseline data. Forty-five of the cases reviewed will be OOH cases and 20 of the cases reviewed will be in-home cases. The cases will be stratified across the five regions, allowing for all eligible cases across the state to have a chance to be randomly selected. Thirty-nine (60%) of the cases will be from Central and Southwest Regions, combined, as these two regions include the largest metropolitan area of the state, Maricopa County. The period under review (PUR) will be the six calendar months immediately preceding the review month and the portion of the review month up to the day the case is reviewed (initial ratings and information collected entered into the OMS). Review of individual items will stop when the improvement goal for that item has been reached, or at the end of the non-overlapping period following the two year PIP implementation</p>		

period, whichever occurs first.

All cases will have an initial review by a member of the Practice Improvement (PI) Team. PI Team members have experience and specialized training in conducting case reviews. A second level review will also be completed on every case by a senior member of the PI Team. Cases will not be reviewed by a member of the PI team that had any prior involvement with the case, such as being assigned as a case aide, case manager, supervisor, or acting supervisor.

The case review will include a review of the CHILDS file, review of the paper file as needed, and interviews of case participants as further detailed below.

Case samples, using a 6-month sample period, will be produced monthly, on or after the 1st of the review month, by the Reports and Statistics Unit. Target children eligible for OOH review are those children who have been in OOH care for at least 24 hours during the six months prior to the review month. IH cases eligible for review are those cases open and active, including having received a service, per the service authorization screen, besides case management, interpreter services, or drug screens, for at least 45 days during the six months preceding the review month. The first eligible cases, based on the review schedule below, will be selected from the sample lists. Excel documents will be utilized to track all elimination reasons and those cases selected for review. The following are valid reasons for case elimination during the sample selection process:

- in-home case open and active for fewer than 45 consecutive days during the PUR,
- in-home case in which any child in the family was in foster care during the PUR,
- out-of-home case in which the target child was in out-of-home care for less than 24 hours during the PUR,
- out-of-home case in which the target child was on a trial home visit (placement at home) during the entire PUR,
- a case in which the target child reached the age of 18 before the period under review,
- a case in which the target child is in the care and responsibility of another State and Arizona is providing supervision through an ICPC agreement,
- a case that has already been selected for review and is still open for the same case open episode,
- a case in which the child was placed for the entire PUR in a locked juvenile facility or other placement that does not meet the federal definition of foster care, and
- a case assigned to a Child Safety Specialist who already has two cases selected for review during any rolling 12-month PIP review period.

A case may also be eliminated at any point during the case review if an interview is not able to be conducted with at least one of the following: parent/legal guardian, relative placement during the period under review, or school aged target child. Cases will not be eliminated if one or more of these interviews occur, or if the case circumstances do not allow for any of these interviews. The Department will consult with the Children's Bureau related to any child interviews with school aged children in which the Department believes there is reason to not interview the child, and any case that does not include a parent/guardian interview. Case elimination decisions related to interview availability will be made on a case by case basis in consultation with the Children's Bureau.

Concerted efforts will be made to interview the following people as part of the case review:

- school aged target children, if developmentally capable of participating;
- parents/legal guardians who are applicable to at least one item being reviewed;
- the child's most recent foster parent, pre-adoptive parent, or other caregiver, such as a relative caregiver or group home houseparent, if the child is in out-of-home care; and prior out-of-home

caregivers who cared for the child during a large portion of the period under review and are expected to have information necessary to accurate case rating; and

- the Child Safety Specialist or DCS Supervisor if the Specialist is no longer employed with the agency.

Parents whose rights have been terminated may still need to be interviewed. The parent-related questions are not applicable in cases in which the termination of parental rights occurred before the period under review, therefore no interview of the parent would be required. Interview of a parent whose rights have been terminated would only occur in cases where the parental rights were terminated during the period under review or the parent remains involved in the child's life. In these cases, contact the Child Safety Specialists to seek input about whether the parent should be interviewed. The decision of whether to interview these parents will be made on a case by case basis in consultation with the Children's Bureau.

Concerted efforts to conduct the above interviews include:

- two phone calls at different times of the day and week to all known or possible phone numbers;
- discussion with the assigned Child Safety Specialist, Unit Supervisor, and/or other Department of Child Safety service provider (such as a case aide) regarding other possible means to make contact with the parent or legal guardian and follow-up on any such information; and
- efforts to encourage the parent/legal guardian to participate in the interview if s/he initially refuses to do so, such as further explaining the purpose and importance of the information to be shared or offering the use of e-mail to answer the reviewer's questions.

Interviews are conducted by phone due to the limited number of staff to conduct the interviews and because these staff may be located a far distance from the interview participants. Because interviews are conducted by telephone, the Department will staff the completion of interviews with children under the age of 14 with the Children's Bureau for a consensus related to if the child will be interviewed. Not conducting phone interviews with young child will protect the best interest of the children by avoiding the possible worry and confusion that could occur when a younger child is asked to speak about possibly sensitive topics, on the phone, with a person s/he has not met.

If 50% of the required applicable cases for any single item is not reached during the first 6 months of a calendar year period, the first otherwise eligible cases on the sample that will also be applicable to the low applicability item will be selected during the following months, based on the statewide regional strata and need to maintain urban-rural and case type ratios, until the minimum eligible number of cases has been reached, with case by case approval of the Children's Bureau. This will ensure the number of cases reviewed annually during the PIP will meet or exceed the number of applicable cases reviewed for that item during the CFSR. The number of cases to select related to meeting minimum applicability numbers for the second half of each calendar year will be made on a case-by-case basis in consultation with the Children's Bureau.

Review Schedule

Review Month	6 Month PUR Start Date (End date is the date the case is reviewed)	# of Cases						Sample Period	
		Central	Pima	SE	NAR	SW	Month Total	OOH cases-Target child in OOH care for >24 hours during	IH cases-No child removed during PUR and Active for =/>45 days during
January 2017	July 1, 2016	1 OOH 1 IH	1 OOH		1 OOH	1IH	5	July-December 2016	
February 2017	August 1, 2016	1 OOH	1 OOH	1 OOH		1 OOH 1 IH	5	August 2016-January 2017	
March 2017	September 1, 2016	1 OOH 1 IH	1 OOH		1 IH	2 OOH	6	September 2016-February 2017	
April 2017	October 1, 2016	1 OOH	1 OOH	1 IH		1 OOH 1 IH	5	October 2016-March 2017	
May 2017	November 1, 2016	1 OOH	1 OOH 1 IH		1 OOH	1 OOH 1 IH	6	November 2016-April 2017	
June 2017	December 1, 2016	1 OOH	1 OOH	1 OOH		2 OOH 1 IH	6	December 2016-May 2017	
July 2017	January 1, 2017	1 OOH 1 IH	1 OOH		1 IH	1 OOH 1 IH	6	January-June 2017	
August 2017	February 1, 2017	1 OOH	1 IH	1 OOH		1 OOH 1 IH	5	February-July 2017	
September 2017	March 1, 2017	2 OOH	1 OOH 1 IH		1 OOH	1 OOH	6	March-August 2017	
October 2017	April 1, 2017	2 OOH	1 OOH			1 OOH 1 IH	5	April-September 2017	
November 2017	May 1, 2017	1 OOH	1 OOH	1 IH	1 OOH	1 OOH	5	May-October 2017	
December 2017	June 1, 2017	1 OOH 1 IH	1 OOH 1 IH			1 OOH	5	June-November 2017	
12 Month Total		18	15	5	6	21	65		
January 2018	July 1, 2017	1 OOH 1 IH	1 OOH		1 OOH	1IH	5	July-December 2017	
February 2018	August 1, 2017	1 OOH	1 OOH	1 OOH		1 OOH 1 IH	5	August 2017-January 2018	
March 2018	September 1, 2017	1 OOH 1 IH	1 OOH		1 IH	2 OOH	6	September 2017-February 2018	
April 2018	October 1, 2017	1 OOH	1 OOH	1 IH		1 OOH 1 IH	5	October 2017-March 2018	
May 2018	November 1, 2017	1 OOH	1 OOH 1 IH		1 OOH	1 OOH 1 IH	6	November 2017-April 2018	

June 2018	December 1, 2017	1 OOH	1 OOH	1 OOH		2 OOH 1 IH	6	December 2017-May 2018
July 2018	January 1, 2018	1 OOH 1 IH	1 OOH		1 IH	1 OOH 1 IH	6	January-June 2018
August 2018	February 1, 2018	1 OOH	1 IH	1 OOH		1 OOH 1 IH	5	February-July 2018
September 2018	March 1, 2018	2 OOH	1 OOH 1 IH		1 OOH	1 OOH	6	March-August 2018
October 2018	April 1, 2018	2 OOH	1 OOH			1 OOH 1 IH	5	April-September 2018
November 2018	May 1, 2018	1 OOH	1 OOH	1 IH	1 OOH	1 OOH	5	May-October 2018
December 2018	June 1, 2018	1 OOH 1 IH	1 OOH 1 IH			1 OOH	5	June-November 2018
12 Month Total		18	15	5	6	21	65	
January 2019	July 1, 2018	1 OOH 1 IH	1 OOH		1 OOH	1 IH	5	July-December 2018
February 2019	August 1, 2018	1 OOH	1 OOH	1 OOH		1 OOH 1 IH	5	August 2018-January 2019
March 2019	September 1, 2018	1 OOH 1 IH	1 OOH		1 IH	2 OOH	6	September 2018-February 2019
April 2019	October 1, 2018	1 OOH	1 OOH	1 IH		1 OOH 1 IH	5	October 2018-March 2019
May 2019	November 1, 2018	1 OOH	1 OOH 1 IH		1 OOH	1 OOH 1 IH	6	November 2018-April 2019
June 2019	December 1, 2018	1 OOH	1 OOH	1 OOH		2 OOH 1 IH	6	December 2018-May 2019
July 2019	January 1, 2019	1 OOH 1 IH	1 OOH		1 IH	1 OOH 1 IH	6	January-June 2019
August 2019	February 1, 2019	1 OOH	1 IH	1 OOH		1 OOH 1 IH	5	February-July 2019
September 2019	March 1, 2019	2 OOH	1 OOH 1 IH		1 OOH	1 OOH	6	March-August 2019
October 2019	April 1, 2019	2 OOH	1 OOH			1 OOH 1 IH	5	April-September 2019
November 2019	May 1, 2019	1 OOH	1 OOH	1 IH	1 OOH	1 OOH	5	May-October 2019
December 2019	June 1, 2019	1 OOH 1 IH	1 OOH 1 IH			1 OOH	5	June-November 2019
12 Month Total		18	15	5	6	21	65	
January 2020	July 1, 2019	1 OOH 1 IH	1 OOH		1 OOH	1 IH	5	July-December 2019
February 2020	August 1, 2019	1 OOH	1 OOH	1 OOH		1 OOH 1 IH	5	August 2019-January 2020

March 2020	September 1, 2019	1 OOH 1 IH	1 OOH		1 IH	2 OOH	6	September 2019-February 2020
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Case Review Item	Baseline	Improvement Goal
Permanency Outcome 1 Item 4: Stability of Foster Care Placement	To be set in January 2018 based on the 65 cases reviewed during calendar year 2017. X% of the applicable cases reviewed rated strength on Item 4. (CFSR had 40 applicable cases)	To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017. X% of the applicable cases reviewed will be rated strength on Item 4 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation). The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.
Item 5: Permanency Goal for Child	To be set in January 2018 based on the 65 cases reviewed during calendar year 2017. X% of the applicable cases reviewed rated strength on Item 5. (CFSR had 40 applicable cases)	To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017. X% of the applicable cases reviewed will be rated strength on Item 5 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation). The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.
Item 6: Achieving Reunification, Guardianship, Adoption, or OPPLA	To be set in January 2018 based on the 65 cases reviewed during calendar year 2017. X% of the applicable cases reviewed rated strength on Item 6. (CFSR had 40 applicable cases)	To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017. X% of the applicable cases reviewed will be rated strength on Item 6 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation). The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.
Data Source and Approach to Measurement: Same as safety items, above.		

Case Review Item	Baseline	Improvement Goal
Well Being Outcome 1	To be set in January 2018 based on the 65	To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017.

Item 12: Needs and Services of Child, Parents, and Foster Parents	<p>cases reviewed during calendar year 2017.</p> <p>X% of the applicable cases reviewed rated strength on Item 12.</p> <p>(CFSR had 65 applicable cases)</p>	<p>X% of the applicable cases reviewed will be rated strength on Item 12 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation).</p> <p>The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.</p>
Item 13: Child and Family Involvement in Case Planning	<p>To be set in January 2018 based on the 65 cases reviewed during calendar year 2017.</p> <p>X% of the applicable cases reviewed rated strength on Item 13.</p> <p>(CFSR had 61 applicable cases)</p>	<p>To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017.</p> <p>X% of the applicable cases reviewed will be rated strength on Item 13 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation).</p> <p>The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.</p>
Item 14: Caseworker Visits with Child	<p>To be set in January 2018 based on the 65 cases reviewed during calendar year 2017.</p> <p>X% of the applicable cases reviewed rated strength on Item 14.</p> <p>(CFSR had 65 applicable cases)</p>	<p>To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017.</p> <p>X% of the applicable cases reviewed will be rated strength on Item 14 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation).</p> <p>The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.</p>

Item 15: Caseworker Visits with Parents	<p>To be set in January 2018 based on the 65 cases reviewed during calendar year 2017.</p> <p>X% of the applicable cases reviewed rated strength on Item 15.</p> <p>(CFSR had 55 applicable cases)</p>	<p>To be determined in January 2018 based on the 65 cases reviewed in calendar year 2017.</p> <p>X% of the applicable cases reviewed will be rated strength on Item 15 (goal may be achieved in any 12-month period, advancing by individual months during the PIP implementation or non-overlapping periods, based on CB evaluation).</p> <p>The first opportunity to achieve the improvement goal will be the February 2017 through January 2018 case review data set.</p>
Data Source and Approach to Measurement: Same as safety items, above.		

Arizona: Program Improvement Plan (PIP) Goals for Case Review Items Rated an Area Needing Improvement and requiring measurement based on CFSR TB#9 <i>AZ will be using prospective baseline from reviews conducted from approximately 1/1/17 through 12/31/17.</i>						
CFSR Items Requiring Measurement	Z value for 80% Confidence Level ¹	Minimum number of applicable cases ²	PIP Baseline ³	Baseline Sampling Error ⁴	PIP Goal ⁵	PIP Goal Adjusted ⁶
Item 1	1.28	32	TBD	TBD	TBD	TBD
Item 3	1.28	65	TBD	TBD	TBD	TBD
Item 4	1.28	40	TBD	TBD	TBD	TBD
Item 5	1.28	40	TBD	TBD	TBD	TBD
Item 6	1.28	40	TBD	TBD	TBD	TBD
Item 12	1.28	65	TBD	TBD	TBD	TBD
Item 13	1.28	61	TBD	TBD	TBD	TBD
Item 14	1.28	65	TBD	TBD	TBD	TBD
Item 15	1.28	55	TBD	TBD	TBD	TBD
Explanatory Table Notes: 1) <u>Z-values</u> - represent the standard normal (Z) distribution of a data set and measures the number of standard errors to be added and subtracted in order to achieve our desired confidence level (the percentage of confidence we want in the results). In order to have 80% confidence in the results of the sample data, a Z-value of 1.28 is used to calculate the margin of error. 2) <u>Minimum Number of Applicable Cases</u> - Represents the minimum number of applicable cases required for baseline based on CFSR final report.						

- 3) PIP Baseline - Percentage of applicable cases reviewed rated a strength for the specified CFSR item from the final summary of baseline cases rated as strength – To be determined.
- 4) Baseline Sampling Error - Represents the margin of error that arises in a data collection process as a result of using a sample rather than the entire universe of cases.
- 5) PIP Goal - Calculated by adding the sampling error to the baseline percentage.
- 6) PIP Goal Adjusted – Represents an overlap adjustment calculated using a factor of .041167 for each month, up to 12 months, to account for the overlap of the baseline period with the PIP implementation period.